AUSTRALIAN
**CRIMINAL
INTELLIGENCE
COMMISSION**

Corporate Plan
2024–25

Covering reporting period 2024–25 to 2027–28

AUSTRALIAN
CRIMINAL
INTELLIGENCE
COMMISSION

Corporate Plan
2024–25

Covering reporting period 2024–25 to 2027–28

Foreword

The Australian Criminal Intelligence Commission (ACIC) provides mission critical intelligence to our international and domestic partners on transnational serious and organised crime (TSOC) threats. Our work helps to keep the Australian community safe from those who seek to cause it harm through criminal exploitation, which impacts the safety and health of our communities, the integrity of our borders, and our economic prosperity.

Having joined the agency as Chief Executive Officer in January 2024, my vision for the ACIC is to be Australia's national criminal intelligence agency and the authority on the TSOC threat. We will do this by working closely with our many partners in law enforcement, intelligence and in relevant policy agencies. The transnational nature of serious organised crime means that we also need to work closely with many international partners.

Our corporate plan is the primary planning document in our integrated planning framework. It reflects our functions as set out in the *Australian Crime Commission Act 2002* (Cth) and the strategic direction and priorities determined by the ACIC Board. It outlines how we intend to deliver our purpose over the next 4 years, including our key activities and the measures by which we will be held to account in 2024–25.

TSOC actors are driven by profit and their operations are increasingly global, collaborative and technologically enabled. Our planning framework is designed to put us at the forefront of countering their criminal activities.

The corporate plan provides details of our capabilities and our approach to managing risk, which underpin the successful delivery of our functions. It ensures that we are fit for purpose and positioned to understand our strategic environment and deliver mission critical intelligence.

Our corporate plan also describes how we will measure performance in our 3 key areas of delivery: criminal intelligence, national policing information systems, and the National Police Checking Service.

As the accountable authority of the ACIC, I am pleased to present the ACIC's *Corporate Plan 2024–25* as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth). This corporate plan has been prepared for the 2024–25 reporting year and covers the 4-year period from 1 July 2024 to 30 June 2028.

Heather Cook
Chief Executive Officer
Australian Criminal Intelligence Commission
12 August 2024
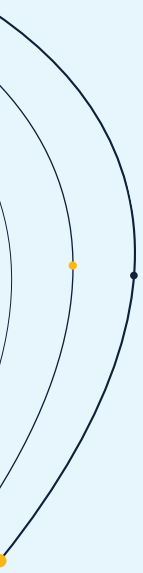
The Australian Criminal Intelligence Commission acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

Contents

SECTION 1: About us

The Australian Criminal Intelligence Commission (ACIC) provides mission critical intelligence to combat the threats Australia faces from transnational serious and organised crime (TSOC). Our intelligence underpins efforts to tackle a problem which costs Australia up to $60 billion per year.

Working collaboratively with law enforcement partners and the National Intelligence Community, we deliver a diverse suite of intelligence products, services, analysis and advice. We have an integrated view of crime, made possible through our connected systems and unique capabilities that we use to coordinate decision-making with domestic and international partners to confront the threats we face.

The insights created through our criminal intelligence work builds awareness and influences strategies to harden the environment and create new opportunities to combat TSOC. This drives delivery of our vision of an Australia hostile to criminal exploitation.

Purpose

Our purpose is to protect Australia from serious criminal threats by collecting, assessing and disseminating intelligence and policing information.

We achieve our purpose in accordance with the *Australian Crime Commission Act 2002* (Cth) (ACC Act), the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and the *Public Service Act 1999* (Cth).

Role

We work with national and international partners to conduct ACIC Board-approved special ACIC investigations and special ACIC operations, to collect intelligence, and furnish advice and assessments to combat TSOC threats.

We share intelligence at all levels, from government to the community, domestically and internationally. We produce tactical, operational and strategic analytical products, including longitudinal public studies, such as our National Wastewater Drug Monitoring Program, for our partners and stakeholders.

We inform the priorities in tackling TSOC and support over 71,000 operational police to do their work safely and efficiently by providing access to policing systems, thousands of intelligence reports and millions of background checks.

To perform our role and achieve our purpose, we:

- collect, correlate, analyse and disseminate criminal intelligence and information
- maintain a national criminal intelligence database
- develop strategic criminal intelligence assessments and advice on national criminal intelligence priorities
- conduct special ACIC investigations and special ACIC operations on crime priorities
- provide and maintain systems that allow information sharing for policing and law enforcement agencies
- provide nationally coordinated criminal history checks
- conduct criminal intelligence assessments in respect to applications for Aviation and Maritime Security Identity Cards (ASIC and MSIC).

Organisation

The ACIC is a Commonwealth statutory agency established under the ACC Act, with roles and functions underpinned by supporting legislation in each state and territory. The agency operates within the Attorney-General's portfolio and has a permanent presence in each state and territory and a number of offshore locations. The ACIC is also a member of the Five Eyes Law Enforcement Group, and our agency presence and engagement offshore are a key focus, given the transnational nature of organised crime.

The ACIC has relationships with all state and territory police services, the Australian Federal Police, border security agencies and international law enforcement agencies. We are also part of the National Intelligence Community, which comprises 10 Australian organisations that collect, analyse and disseminate intelligence information and advice in accordance with Australia's interests and national security priorities.

ACIC Board

Under the ACC Act, the ACIC has a board that assists the agency to connect and operate nationally. As an agency head level law enforcement, intelligence and national security body, the ACIC Board provides a significant platform to drive the collaborative approach necessary to make Australian agencies and departments better connected, informed and capable of responding to serious criminal threats.

The role of the board includes:

- providing strategic direction and determining agency priorities
- determining national criminal intelligence priorities
- authorising special ACIC investigations and special ACIC operations, which allows the use of our coercive powers
- making recommendations about charges for national policing information services, including criminal history checks
- determining priorities in relation to national policing information systems and services, and providing recommendations to the Attorney-General for investment to improve, maintain and expand those systems and services.

The members of the ACIC Board are the following senior officeholders of Commonwealth, state and territory law enforcement bodies and key national security and regulatory agencies:

- Commissioner, Australian Federal Police (Chair)
- Secretary, Attorney-General's Department
- Commissioner, Australian Border Force
- Chairperson, Australian Securities and Investments Commission
- Director General of Security, Australian Security Intelligence Organisation
- Commissioner of Taxation, Australian Taxation Office
- Commissioner, New South Wales Police Force
- Chief Commissioner, Victoria Police
- Commissioner, Queensland Police Service
- Commissioner, South Australia Police
- Commissioner, Western Australia Police Force
- Commissioner, Tasmania Police
- Commissioner, Northern Territory Police
- Chief Police Officer, Australian Capital Territory Police
- Chief Executive Officer (CEO), Australian Criminal Intelligence Commission (non-voting member).

The CEO of the Australian Transaction Reports and Analysis Centre (AUSTRAC) attends board meetings as a non-voting observer.

Structure

The agency is headed by the CEO and structured into 2 groups, as shown in Figure 1.1.

The roles of the groups are as follows:

- **INTELLIGENCE** – This group uses our intelligence collection and analytical capabilities – including covert powers and capabilities – to deliver operational outcomes and develop intelligence insights.
- **CHIEF OPERATING OFFICER** – This group leads the ACIC's delivery of national policing information and background checking services. It also provides enabling functions to the ACIC, including information and communications technology (ICT), financial services, workforce capability and assurance, legal services, risk, audit, governance, strategic engagement and communication.

Figure 1.1 Organisational structure as at 1 July 2024
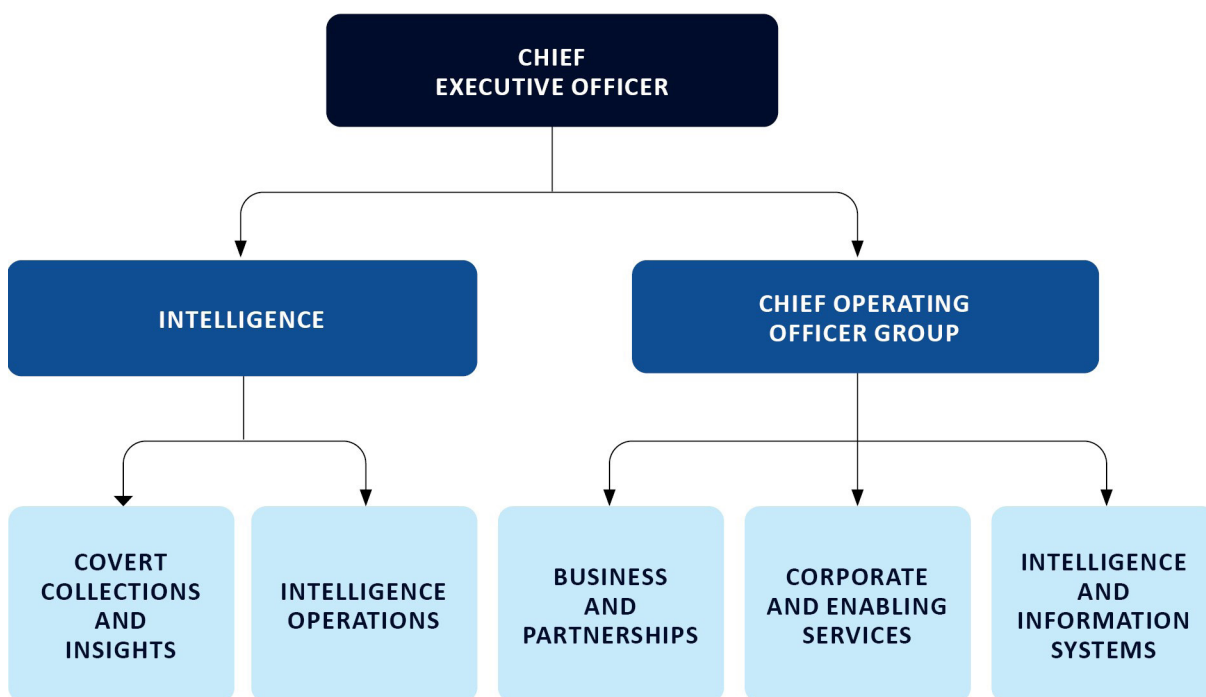
Australian Institute of Criminology

The ACIC supports and works closely with the Australian Institute of Criminology (AIC), to ensure that criminological research and evidence supports and informs policy development and law enforcement's collective response to crime.

Our CEO is Director of the AIC, and the 2 agencies are co-located. While the AIC operates independently, its high-quality research is integral to our work.

Organisational values

Our organisational values, shown in Figure 1.2, guide our behaviours, shapes our culture, and help us work together towards common goals. We strive to embed these values in our everyday practices. They are integrated into our everyday tasks, our performance management process, and our recruitment activities. They are part of our interactions with each other, clients and stakeholders.

Our values support our organisation to deliver:

- high performance and creative problem solving
- an honest, harmonious and productive workforce, through valuing inclusion and diversity
- value adding, by providing trusted advice; supporting innovation, excellence and courage; and operating with respect and integrity.

Figure 1.2 Organisational values

INTEGRITY

Integrity is at the core of everything we do. We are objective. We make ethical decisions. We obey the law. We comply with policy. We make difficult decisions and are accountable for our decisions. We are trustworthy and trusted. We do what we say we will. We use intrusive powers appropriately. We are accountable, admit mistakes and don't repeat them.

RESPECT

We respect all colleagues, partners and stakeholders. We are tolerant and kind. We value diversity and inclusion. We value everyone's contribution and consider alternative views. We trust others' expertise. We debate the issue, not the person. We are reasonable and fair. We are flexible. We care about wellbeing and look after our people.

INNOVATION

Innovation is rewarded. We are curious. We are explorers. We are problem solvers and world leaders in what we do. We are committed to continuous improvement. We are open to change and change before we have to. We are efficient and nimble. We are dynamic and anticipate what's over the horizon.

EXCELLENCE

We strive for excellence in everything we do. We are responsive and deliver what we say we will. We provide mission critical intelligence. We are driven to succeed. Our people are proficient in their fields. Our capabilities are world class and world leading. Peers look to our example

COURAGE

We are audacious in our thinking and bold in our actions. We engage with risk. We pursue the hard targets. We stand by our assessments. We lead out in front and are front runners. We are prepared to try and fail. We are resilient and tenacious. We are stronger together.

Reform

During the period of this plan, the ACIC will continue internal reforms and improvements in how it delivers its purpose. Since the appointment of our new CEO on 15 January 2024, the agency has undertaken a program of reflection, extensive consultation and strategic planning, focused on fine-tuning and strengthening our identity, value to stakeholders and core capabilities. We expect that this work will continue over the next 4 years.

Strategy

ACIC strategic planning ensures that our activities and resources support the achievement of our purpose. Our planning incorporates strategic elements from the ACIC Board, presented in the strategic direction. Our other main driver for planning is the portfolio budget statements. Both the strategic direction and the portfolio budget statements connect to and influence internal corporate planning processes, combining overarching government priorities for the agency with partner know-how to refine delivery of our purpose and outcomes.

Planning framework

As shown in Figure 1.3, our integrated planning framework connects our strategic direction, operational plans, risk assessment, resource allocation, and performance measurement and monitoring.

Figure 1.3 Integrated planning framework

Australian Crime Commission Act 2002
Public Governance, Performance and Accountability Act 2013

ACIC BOARD STRATEGIC DIRECTION

Board-endorsed

PORTFOLIO BUDGET STATEMENTS

Parliament-endorsed

ACIC CORPORATE PLAN

GROUP/DIVISION/BRANCH PLANS

INDIVIDUAL PERFORMANCE PLANS

BOARD OF THE ACIC CHAIR ANNUAL REPORT

ACIC ANNUAL REPORT

ENTERPRISE RISK MANAGEMENT FRAMEWORK
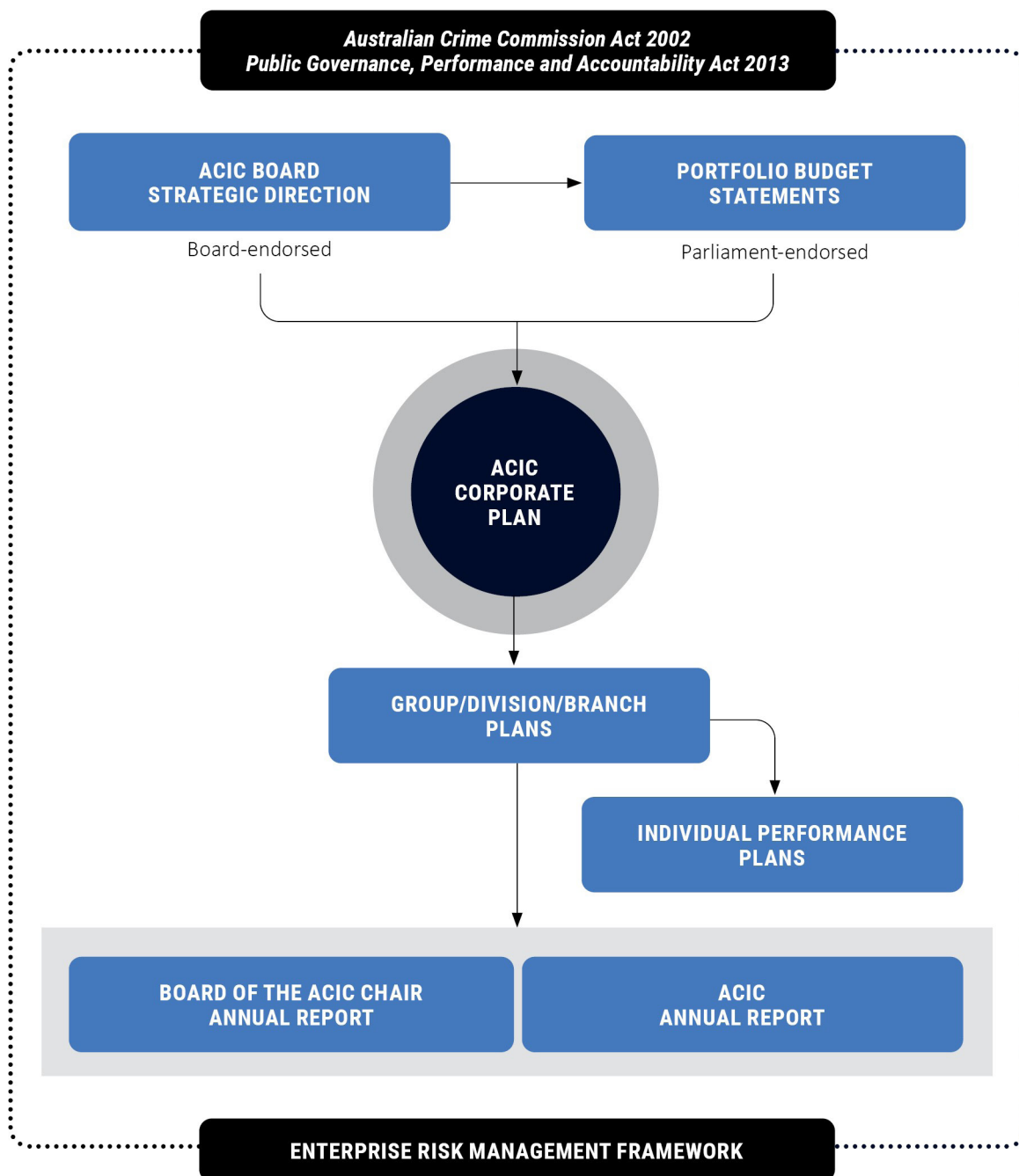
Strategic direction

Each year, the ACIC Board provides a statement of strategic direction. It identifies our strategic objectives and the capabilities and guiding principles through which we will achieve our purpose. The corporate plan articulates the approach we will take to achieve the strategic objectives.

The strategic direction for this corporate plan is shown in Figure 1.4.

Figure 1.4 Strategic direction

STRATEGIC DIRECTION 2024–28

PURPOSE

TO PROTECT AUSTRALIA FROM SERIOUS CRIMINAL THREATS BY COLLECTING, ASSESSING AND DISSEMINATING INTELLIGENCE AND POLICING INFORMATION.

OPERATING CONTEXT

- DYNAMIC GLOBAL CRIMINAL THREATS
- SERVICE DELIVERY
- PEOPLE AND CULTURE
- PARTNERSHIPS
- RESOURCING, LEGISLATIVE AND POLICY ENVIRONMENT
- DATA AND TECHNOLOGY DRIVEN

STRATEGIC OBJECTIVES

MISSION CRITICAL INTELLIGENCE AT PACE

- Our global connected network and agility illuminates the current, emerging and future criminal threat environment.
- We maximise our coercive powers, intelligence collection and analysis capabilities to deliver actionable intelligence and strategic insights.
- Our mission critical intelligence impacts serious and organised crime occurring domestically and offshore.

HARDENING THE ENVIRONMENT TO TRANSNATIONAL SERIOUS AND ORGANISED CRIME

- We collaborate with intelligence, law enforcement and other partners to impact transnational serious and organised crime.
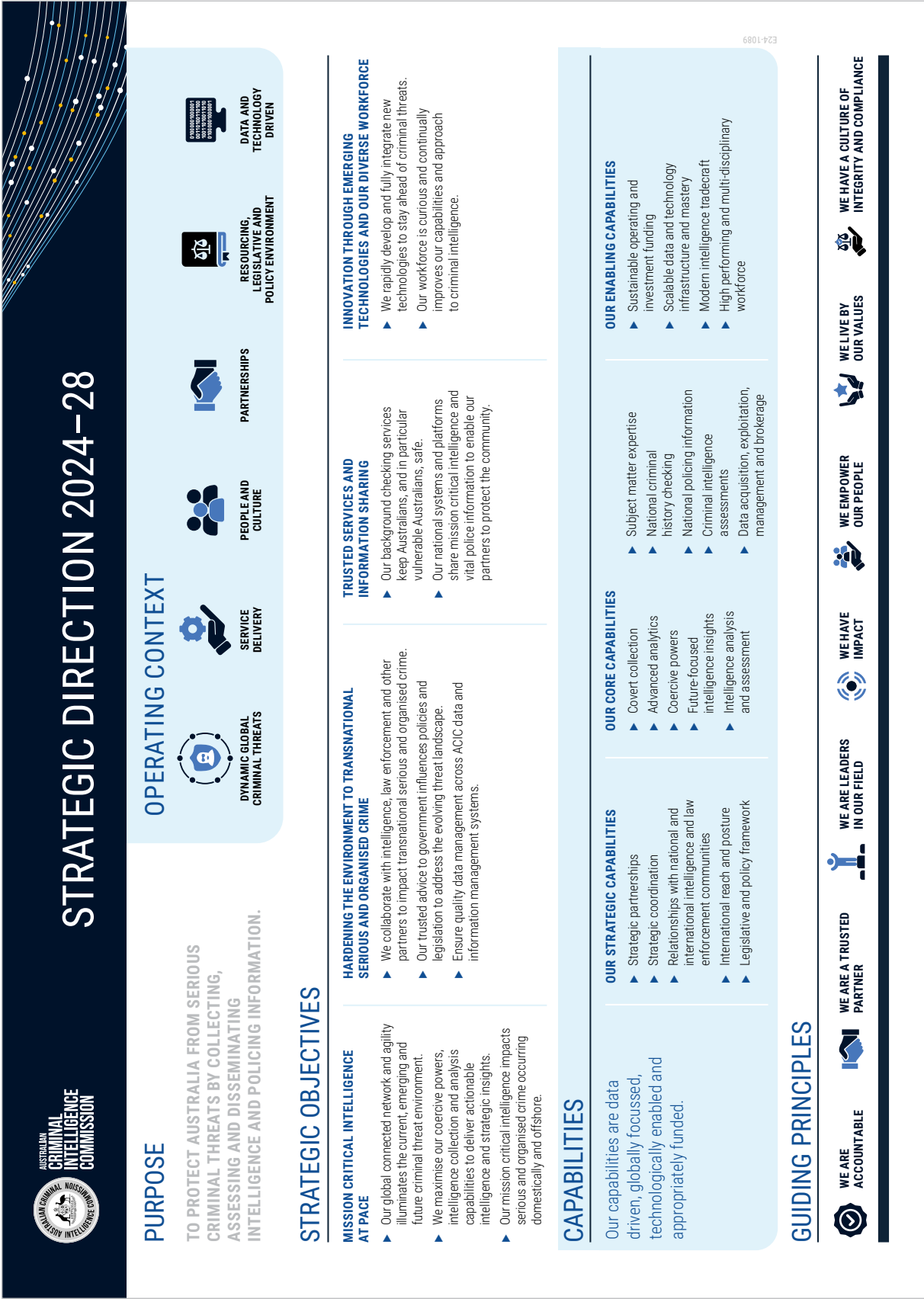- Our trusted advice to government influences policies and legislation to address the evolving threat landscape.
- Ensure quality data management across ACIC data and information management systems.

TRUSTED SERVICES AND INFORMATION SHARING

- Our background checking services keep Australians, and in particular vulnerable Australians, safe.
- Our national systems and platforms share mission critical intelligence and vital police information to enable our partners to protect the community.

INNOVATION THROUGH EMERGING TECHNOLOGIES AND OUR DIVERSE WORKFORCE

- We rapidly develop and fully integrate new technologies to stay ahead of criminal threats.
- Our workforce is curious and continually improves our capabilities and approach to criminal intelligence.

CAPABILITIES

Our capabilities are data driven, globally focussed, technologically enabled and appropriately funded.

OUR STRATEGIC CAPABILITIES

- Strategic partnerships
- Strategic coordination
- Relationships with national and international intelligence and law enforcement communities
- International reach and posture
- Legislative and policy framework

OUR CORE CAPABILITIES

- Covert collection
- Advanced analytics
- Coercive powers
- Future-focused intelligence insights
- Intelligence analysis and assessment
- Subject matter expertise
- National criminal history checking
- National policing information
- Criminal intelligence assessments
- Data acquisition, exploitation, management and brokerage

OUR ENABLING CAPABILITIES

- Sustainable operating and investment funding
- Scalable data and technology infrastructure and mastery
- Modern intelligence tradecraft
- High performing and multi-disciplinary workforce

GUIDING PRINCIPLES

- WE ARE ACCOUNTABLE
- WE ARE A TRUSTED PARTNER
- WE ARE LEADERS IN OUR FIELD
- WE HAVE IMPACT
- WE EMPOWER OUR PEOPLE
- WE LIVE BY OUR VALUES
- WE HAVE A CULTURE OF INTEGRITY AND COMPLIANCE

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION

E24-1089

SECTION 2: Operating context

The key elements that will shape the ACIC's operating context over the period of this corporate plan are summarised in Figure 2.1.

The ACIC's effective, embedded approach to risk oversight and management will underpin our ability to achieve our strategic objectives among the challenges and risks presented by our operating context.

Figure 2.1 Operating context snapshot

Dynamic global criminal threats

Serious and organised crime is pervasive, globalised and diversified, and poses an enduring threat to Australia.

Criminals embrace technology and their operations are agile, helping them to exploit new ventures and evade law enforcement.

Service delivery

Users of our information systems need accessible, high-quality information from multiple sources.

We are connecting partners to the first comprehensive national criminal intelligence system.

People and culture

We empower our people to deliver mission critical intelligence and policing information for our stakeholders.

We work collaboratively and strive for excellence to deliver on our strategic direction and priorities.

Partnerships

We have key roles in collaboration and intelligence-sharing within the intelligence and law enforcement communities.

We have key roles in national and international collaboration and intelligence sharing with domestic and offshore law enforcement communities.

Resourcing, legislative and policy environment

Our intelligence informs the development, implementation and evaluation of current and future legislation and policy.

We operate in a complex funding environment.

We seek opportunities to deliver innovative solutions within funding constraints.

Data and technology driven

The scale and diversity of data that is critical to our functions are expanding rapidly.

We continue to invest in analytics and data management capabilities, underpinned by enablers such as a skilled workforce, a strong data governance framework, strategic partnerships and advanced technology.

We deliver secure, responsive and sustainable technology solutions that staff and stakeholders value and trust.

Dynamic global criminal threats

TSOC poses a grave and enduring threat. It threatens Australia's prosperity and economy, our border integrity, civil freedoms, government revenue and services, and national security.

TSOC actors are profit driven and increasingly globalised, collaborative and technically enabled. They are agile, seeking opportunities and monitoring developments in counter-technologies and attempts to curtail their activities by law enforcement, communities and governments. Once established they are hard to remove or stop. Understanding criminal entities and undertaking prevention and disruption are key goals in combating TSOC.

We use our unique combination of collection, analysis and assessment capabilities to illuminate the hidden, complex and dynamic criminal environments. We collect intelligence to inform products and advice to partners so that Australian agencies can bring a coordinated and strategic national response to tackling serious criminal threats.

- **Serious and organised crime threatens Australia's security and prosperity.** TSOC groups seek to exploit diverse opportunities to ensure that their illicit trades and activities continue to deliver benefits. Their activities can undermine the integrity of Australia's border and governance. Offshore jurisdictions of risk pose challenges to intelligence and law enforcement agencies trying to protect Australia's national interests in an increasingly fraught global strategic context. With increasing world tensions and challenges, international people movements, borders and social arrangements can be exploited to offer new illicit money-making ventures that can harm our society, economy, government services and legitimacy, and national security.

- **Serious criminal threats impact everyone.** Transnational serious and organised criminals are highly adept at using everyday systems and services to enact destructive, pervasive and complex illicit ventures. They create unfair competition for legitimate businesses and industries, exploit vulnerable people, and increase pressure on the economy and vital health and welfare services.

- **Criminals prioritise profits above all else.** The heads of criminal networks lead global organisations, with all elements of their illicit business focused on maximising profits. These high-level criminals will go to great lengths to achieve their goals, regardless of traditional allegiances or geographic boundaries and the potential harm they create for the health and wellbeing of individuals and communities.

- **Serious and organised criminal enterprises are globalised and collaborative.** Even the highest-threat criminal enterprises have limitations to their reach and rely on the services, access and expertise of other criminals to succeed in their illicit ventures. More than ever, TSOC groups are prioritising collaboration over competition.

- **Technology is expanding opportunities for criminals across every category of crime.** Criminals adopt emerging and advancing technologies across the full spectrum of serious criminal threats. As Australians rely more heavily on online services and platforms, global opportunities for cybercrime, serious financial crime and victim-based crime expand. Our increasingly digital world also grants criminals easier access to illicit commodities, specialist tools and peers who readily share techniques and expertise across online forums and marketplaces.

- **Criminal groups are enabled by trusted insiders and professional facilitators.** TSOC groups rely on a range of skills to help conceal their activity and manage the profits of crime. Criminals exploit trusted insiders in Australian supply chains, leveraging their unique access and knowledge to evade detection by law enforcement and border security. Professionals such as lawyers, accountants and real estate agents are also wittingly or unwittingly used to apply their skills in masking and facilitating complex criminal activities.

Service delivery

Although the agency undertakes many functions, as outlined in the ACC Act, 3 areas of activity have been identified as core business over many years: intelligence services, national policing information systems, and national police checking services. These 3 main areas of service delivery are the focus of our public reporting and performance measures.

Intelligence services

The ACIC regularly delivers tactical, operational and strategic intelligence products to partners and responds to requests for information from a diverse range of agencies. We use a range of specialist capabilities, including coercive powers and surveillance, to collect information. Information is then analysed to discover new criminal threats and to develop new insights about the criminal environment.

Under the ACC Act, the ACIC has access to significant coercive powers, which include notices and examinations designed to help collect information. Notices are issued under section 21A of the ACC Act by an examiner and served by police that compel the recipient to produce a document or thing. Examinations – closed legal hearings before examiners – are held to protect the identity and safety of those appearing, and the focus of the ACIC's line of inquiry. Those appearing in the examination are legally compelled to answer questions designed to assist with intelligence gathering.

Coercive powers are overseen by examiners who are independent statutory officers appointed by the Governor-General, and are used carefully and in accordance with legislation, with their use monitored and documented.

National policing information systems

As police, other law enforcement agencies, intelligence and government border partners continue to be challenged by serious and organised criminals moving between jurisdictions and diversifying their criminal activities, we have an important role in brokering access to policing and criminal information and intelligence holdings across Australia.

The ACIC does this through its national policing information systems and services. These IT systems and linked intelligence databases deliver information-sharing solutions between Commonwealth, state and territory agencies, and bring together essential law enforcement information from around the country and make it accessible to all Australian police and law enforcement agencies.

Our national policing information systems offer police and other restricted users the ability to complete national searches on range of criminal data holdings, offering services that support checks, investigations and general police work. Users of ACIC information systems require information to be aggregated, searchable and accessible across multiple systems, including through handheld devices.

The technology we use, develop and maintain is responsive to changing business needs. We have government and commercial partners who assist us in delivering and updating the systems.

As part of our commitment to evolve our systems to meet current and future needs, we have developed the National Criminal Intelligence System (NCIS). The system contributes to a safer Australia by providing law enforcement officers with the cross-border information they need – when they need it – to address and prevent criminal activity. It connects data from Australian law enforcement agencies and provides secure access to a national view of policing information and criminal intelligence. NCIS provides law enforcement and intelligence agencies with a comprehensive, unified picture of criminal activity and enables them to work more collaboratively.

NCIS will be extended in 2024–25, to include more agencies, datasets and criminal intelligence capabilities, enhancing its status as a core information-sharing platform.

National Police Checking Service

The ACIC through the National Police Checking Service (NPCS), delivers background checking services that directly contribute to the safety of the Australian community by supporting schemes such as Working with Children, the National Disability Insurance Scheme, and Australia's immigration and citizenship programs. In addition to this, the NPCS continues to support national security initiatives, such as the protection of critical infrastructure, aviation, maritime, transport, health and major event sectors, by providing critical information to decision makers who are responsible for the assessment of applicants seeking to hold positions of trust within these industries.

Each Australian state or territory police agency operates under its own legislative requirements and has its own unique approach to the delivery of police checks. The ACIC remains committed to achieving national consistency, from the legislative and administrative perspectives, to ensure the delivery of timely and accurate mission critical intelligence and information.

Our delivery of nationally coordinated criminal history checks involves regulating the external bodies that are accredited to access the NPCS system. To strengthen our position as an industry leading regulator, the ACIC entered into a new access agreement with all accredited bodies from 1 July 2024. The new agreement reinforces our commitment to ensuring the safety of the Australian community by holding accredited bodies to a higher standard, and provides enhanced controls to allow access to the service to those bodies who are able to meet the requirements set by the agency.

We fulfil our regulator role in line with the principles of regulator best practice and the direction set out for the agency in a statement of expectations by the Attorney-General and a corresponding statement of intent by our CEO. The current statements are provided in Appendix A.

People and culture

Attracting, retaining and developing people will continue to be a key focus for the ACIC over the next 4 years. The skilled labour market, particularly for technical job family roles, is highly contested, and we are exploring new ways to demonstrate that the agency is an employer of choice as we continue to compete in that market.

We anticipate undertaking significant work over the next 4 years to address skills and capability gaps, leadership, recruitment pipelines and blockages, and retention. Training and other forms of skills uplift, especially for our in-house specialist analytical skills, are also planned. We operate in an environment with many unique requirements to protect our people, information and tradecraft.

This corporate plan also operates under a new enterprise agreement. The Fair Work Commission approved the ACIC Enterprise Agreement 2024–2027 on 14 March 2024. The agreement commenced on 21 March 2024, with whole-of-Australian Public Service conditions included. Policy updates and changes in the areas of working from home and other key employment conditions will be made and implemented during the period of this corporate plan.

We have increased our focus on workforce planning, including by incorporating the Australian Public Service Strategic Commissioning Framework into the workforce plan for the ACIC. To support this, the Workforce Capability and Assurance Branch has been restructured into 2 branches: the People Branch and the Integrity, Security and Assurance Branch. This revised structure will enable a greater focus on the key areas of recruitment and retention, and the development of a forward-looking capability framework and corresponding training framework.

We value our people and remain committed to identifying ways to retain and develop our talent and grow as an agency that is the trusted source of criminal intelligence.

Our agency is entrusted with special powers and access to information enabling us to effectively work with our partners to combat serious crime threats to Australia. Security and integrity are critical to using those powers and delivering our required outcome to government, our partner agencies and, more broadly, the public.

Partnerships

To make Australia safer and reduce the impact of crime involves cooperation across many government departments, intelligence agencies, law enforcement agencies and other entities, both in Australia and overseas. We aim to be the trusted source of criminal intelligence for all our stakeholders. Effective engagement is critical.

Our stakeholders include:

- **AUSTRALIAN COMMUNITY** – We undertake our activities in order to support and improve the safety of the Australian community by generating and sharing intelligence about serious crime threats, supporting law enforcement partners to respond to crime, or providing information to support decision-making through the NPCS.

- **AUSTRALIAN GOVERNMENT** – We report to the Attorney-General and work across the Attorney-General's portfolio to ensure that our response to serious crime threats is coordinated across government.

- **AUSTRALIAN GOVERNMENT AGENCIES** – We leverage our unique position to link Commonwealth, state and territory operational and policy agencies. We generate intelligence that is shared among relevant Australian Government partners to detect, profile and support responses to serious crime threats in Australia. The heads of a number of Australian Government agencies are members of the ACIC Board.

- **NATIONAL INTELLIGENCE COMMUNITY** – We are a trusted source of mission critical intelligence within the National Intelligence Community. We leverage our unique powers under the ACC Act to contribute to joint efforts to keep Australia safe.

- **STATE AND TERRITORY POLICE** – We provide state and territory law enforcement agencies with information and services that support them to undertake their role. Each police commissioner is a member of the ACIC Board and provides strategic direction and oversight to the ACIC.

- **STATE AND TERRITORY GOVERNMENTS** – We generate intelligence that can be used by state and territory governments to reduce opportunities for criminal activity, strengthen regulation or disrupt criminal activity.

- **INTERNATIONAL AGENCIES** – We work in collaboration with international law enforcement and intelligence agencies and leverage those relationships to support our response to serious crime threats to Australia. The ACIC is a member of a number of international law enforcement and intelligence groups.

- **PRIVATE SECTOR** – We rely on private sector partnerships to support the delivery of national policing information systems, act as accredited bodies and build relationships to support responses to the evolving criminal threats that Australia faces.

- **ACADEMIA** – We partner with established sources of scientific and intellectual expertise within Australian and international academic institutions to ensure that we remain at the forefront of responding to serious crime threats to Australia.

- **OVERSIGHT BODIES** – We are subject to external oversight, which ensures that the agency uses its powers responsibly and effectively, with due consideration to proportionality and reasonableness, and in accordance with the law at all times.

- **ACCREDITED BODIES** –We have accredited certain organisations to help individuals apply for and submit police checks. These organisations are entrusted with direct access to the NPCS system and play a vital role to help safeguard the Australian community.

Figure 2.2 illustrates the connections between our key stakeholder groups.

Figure 2.2 Stakeholders
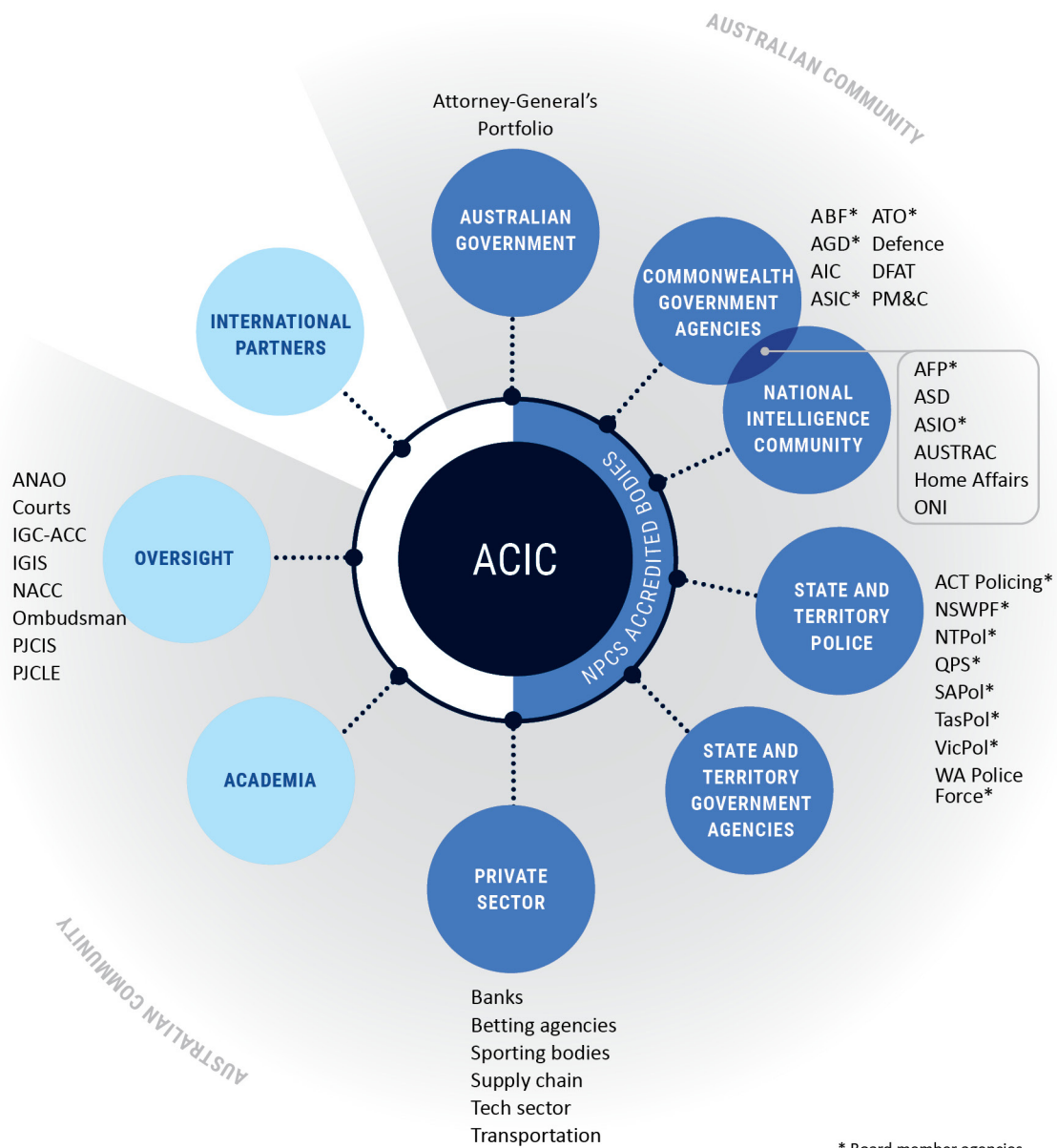
* Board member agencies

ABF	Australian Border Force	AUSTRAC	Australian Transaction Reports and Analysis Centre	NSWPF	New South Wales Police Force
ACT Policing	Australian Capital Territory Policing	Defence	Department of Defence	NTPol	Northern Territory Police
AFP	Australian Federal Police	DFAT	Department of Foreign Affairs and Trade	ONI	Office of National Intelligence
AGD	Attorney-General's Department			PJCIS	Parliamentary Joint Committee on Intelligence and Security
AIC	Australian Institute of Criminology	Home Affairs	Department of Home Affairs	PJCLE	Parliamentary Joint Committee on Law Enforcement
ANAO	Australian National Audit Office	IGC-ACC	Inter-Governmental Committee on the Australian Crime Commission	PM&C	Department of the Prime Minister and Cabinet
ASD	Australian Signals Directorate			QPS	Queensland Police Service
ASIC	Australian Securities and Investments Commission	IGIS	Inspector-General of Intelligence and Security	SAPol	South Australia Police
ASIO	Australian Security Intelligence Organisation	NACC	National Anti-Corruption Commission	TasPol	Tasmania Police
				VicPol	Victoria Police
ATO	Australian Taxation Office	NPCS	National Police Checking Service	WA Police Force	Western Australia Police Force

Section 2: Operating context

Resourcing, legislative and policy environment

We work with the Australian Government and our partners to ensure that our strategic objectives are aligned with current and emerging policy directions and underpinned by appropriate legislation and effective resourcing.

Resourcing

As a non-corporate Commonwealth entity, the ACIC operates within the Commonwealth resource management framework in line with the PGPA Act. The ACIC receives funds in 2 broad categories: appropriations from the Australian Government and own-source revenue.

As is the case for most government agencies, the annual appropriations that the ACIC receives are subject to efficiency dividends, indexation adjustments (up and down) and targeted savings measures.

The ACIC received short-term resourcing through the 2024-25 Budget, which has supported core capabilities and enabled the continuation of work with international and domestic partners to provide mission critical intelligence and keep the Australian community safe. The ACIC will require ongoing funding to sustain operational activities, and maintain and enhance core capabilities to disrupt TSOC.

The ACIC is entitled to bid for non-ongoing funding under the Proceeds of Crime Account program under the *Proceeds of Crime Act 2002* (Cth). The ACIC also receives funds (usually non-ongoing) from other government entities to cover the costs of delivering specific services and outcomes. Those funds are managed via memorandums of understanding and are on a cost recovery basis.

The vast majority of the ACIC's own-source revenue is generated by the NPCS and paid into the National Policing Information Systems and Services Special Account (NPISSSA). The NPISSSA funds the development, delivery and operation of national policing information capability, including the NPCS and systems and services such as the National Police Reference System and our national fingerprint and DNA databases. The ACC Act provides instructions on the management of funds under the NPISSSA.

The utilisation of the NPCS depends heavily on employment activity around Australia, a factor outside the agency's control. The variable nature of the revenue, which is dependent on the volume of police checks, means that the ACIC's resources fluctuate from year to year. The ACIC adjusts its operational outputs to manage within the funding available each year.

The constrained financial outlook may impact the ACIC's ability to continue to uplift capability for both intelligence and national policing information systems and services functions.

The threat to the Australian public and economy from far-reaching and complex TSOC is increasing. Criminals are becoming savvier with the use of cutting-edge technology, and are well resourced to take advantage of new non-traditional methods of operating. The ACIC needs to remain at the forefront of advances to combat the threat, which is becoming more challenging.

Legislation and policy

The ACIC advocates, and participates in, the development, implementation and evaluation of organisational powers and statutory functions to ensure enduring, fit-for-purpose legislation and policy.

We work with government, the intelligence community and law enforcement partners to inform the current and future legislative and policy environments. The ACIC's functions under the ACC Act and other enabling legislation need to keep pace with the evolving criminal environment.

Data and technology driven

Proactive adoption of contemporary data and digital technologies forms a key capability pillar in countering the ongoing threat of TSOC. Recent advances in technology are creating significant opportunities for the ACIC, including the ability to rapidly harness new and evolving information sources and apply sophisticated digital analysis tools to extract insights and generate the incisive intelligence needed to effectively respond to the TSOC threat.

Data led

Data and analytics are central to the ACIC's success, underpinning the agency's capability to understand evolving TSOC networks, participants and enablers, in order to disrupt criminal activity and harden the environment against criminal abuse.

The scale and diversity of data critical to our functions are expanding, and the threat landscape is evolving rapidly. While the advancing ICT landscape presents great opportunities, there are also serious threats. In response to these threats, we need increased specialisation, agility and governance to stay informed and aware of sophisticated criminal activities.

To meet these challenges, the ACIC will continue to invest in its analytics and data management capabilities, underpinned by enablers such as a skilled workforce, a strong data governance framework, strategic partnerships, and advanced technology.

Technology enabled

Our ICT strategy, which has been developed through consultation with our customers, partners and senior executive, prioritises and guides our digital and data capability development. The strategy is informed by, and aligns with, the Strategic Direction 2024–28, outlining 3 key priorities that position us for the future: collaboration, mature management, and sustainability.

COLLABORATIVE WAYS OF WORKING

Across the ACIC, as well as the broader law enforcements and intelligence communities and the Five Eyes Law Enforcement Group, proactively engaging with our broad range of customers and stakeholders allows us to understand the evolving TSOC threat, to inform the design and delivery of new data and digital solutions that enable and enhance our operational and strategic responses.

Broad and consistent collaboration is pivotal to identifying new and emerging sources of data which are growing in scale and diversity as the threat landscape rapidly evolves. Collaborative and agile delivery methods allow us to trial new capabilities such as artificial intelligence and to build solutions in partnership with our customers using iterative build, test and deployment cycles to validate new features, ensuring that solutions are fit for purpose prior to broader adoption.

Our ongoing deployment of hybrid cloud infrastructure provides us with ready access to emerging and evolving technologies such as machine learning and artificial intelligence, allowing us to maintain a prioritised selection of capabilities for ongoing evaluation and deployment. Importantly, this also affords the insights that allow us to work closely with the intelligence community to understand how these technologies may be leveraged by TSOC syndicates with exploitative, criminal intent.

MATURE GOVERNANCE AND MANAGEMENT

Processes to plan and prioritise our digital services and projects ensure that we maintain delivery of high-value technology capabilities in alignment with the Strategic Direction 2024–28. We maintain a strategic portfolio of ICT initiatives that is reviewed quarterly, maintaining our commitment to working on the deliverables of greatest importance to the agency. Our strategic architecture roadmaps directly inform the ACIC's multi-year ICT investment plan, providing the basis to forecast and allocate funding based on agreed priorities and ongoing commitments. This is key to successfully deploying new digital solutions that meet emerging business requirements, while enhancing and sustaining our existing technology investments, and retiring end-of-life systems in a timely manner.

SUSTAINABLE DATA AND DIGITAL SOLUTIONS

We adopt sustainable solutions to ensure that our products and services are maintained, upgraded and enhanced so that they continue to be fit for purpose, robust and secure over their lifetime. As the primary custodian of national criminal intelligence information, we reiterate our commitment to enhancing the systems that deliver data-sharing services and intelligence insights to enable cross-jurisdictional identification of criminal threats.

Our progressive shift to agile work practices and a combined development–operations delivery model is more efficiently identifying resource demand across our inter-linked environment of systems, improving our responsiveness and delivering productivity gains through concentrating our expertise in maintaining and enhancing mission critical systems such as NCIS and the NPCS system.

Risk management

The ACIC's approach to risk oversight and management assists us to make risk-informed decisions that support our work to achieve our strategic objectives and operate effectively with our law enforcement partners and as part of the National Intelligence Community.

Framework

Our risk management framework facilitates our compliance with the 2023 Commonwealth Risk Management Policy, the PGPA Act, and the international standards set out in ISO 31000:2018 Risk Management – Guidelines.

Our Risk Management Policy and Procedures guide and enhance our risk culture by clearly articulating desired behaviours, the agency's risk appetite, and relevant accountabilities.

Our Risk Management Policy and Procedures also embed risk management into agency planning, reviewing and monitoring processes, and support proactive management of risk as part of our staff members' day-to-day responsibilities. This includes remaining vigilant to changes in our operating environment that could result in new and emerging risks or changes in our exposure to current identified risks.

Risks and risk appetite

The ACIC's current risk domains are Intelligence, Operations and Capability; People; Governance; Safety and Security; Technology; and Delivery.

Across the 6 risk domains, our current top 5 sources of risk are:

- service and/or program delivery and quality
- protective security, including physical, cyber and information security
- workplace capability and culture
- complexity of legislative compliance
- operational capability.

The ACIC's risk appetite is set by the CEO and directs the acceptance, treatment and escalation of risk, dependent on the nature of the objectives. Accordingly, the risk appetite is variable across and within the risk domains.

Overall, the ACIC has expressed a low to medium appetite for risk; however, it allows a higher appetite for risks relating to innovation, and intelligence operations that require an optimal risk-taking position to meet intelligence outcomes based on the operational context.

Future enterprise risk model

The ACIC is currently reviewing its risk framework which will to be implemented in 2024-25. The enterprise risks will broadly capture the key threats which could impact the agency's ability to meet its core objectives. There are 7 enterprise risks expected to be included in the model across legal, health and safety, security, stakeholder, technology, people and culture, and finance categories.

Responsibilities

Our CEO has overall responsibility for risk management in the agency. The CEO is supported by the Chief Risk Officer and members of the executive who have defined accountabilities for enterprise and divisional risks.

The Chief Risk Officer appoints an individual to lead the compilation and oversight of enterprise risks. The Chief Risk Officer is the person occupying the position of Chief Operating Officer.

Our Risk Team is responsible for maintaining a fit-for-purpose risk management framework. The team also assists the agency to assess enterprise risks and the effectiveness of control frameworks, through the use of bow tie analyses, risk records, and improvement plans. These assessments enable identification of control gaps or control improvements required to bring enterprise risks rated above our tolerance levels back to an acceptable level.

Risk governance oversight is provided by the agency's Commission Executive Committee and Critical Risk Oversight Board, and by the independent Audit Committee, which has specific responsibilities under the PGPA Act to review and provide advice as to the appropriateness of our risk management framework. Risk updates are a standing agenda item for all relevant internal governance committees. In addition, our internal audit function provides independent assurance on the effectiveness of the agency's risk and internal control framework.

Capability

All staff are responsible for engaging with risk positively and ensuring that objectives are achieved through the effective management of uncertainty. We do this through:

- mandatory online risk training to equip staff at Australian Public Service levels 6 and above to understand and fulfil their risk responsibilities, provided to new staff at induction and existing staff through refreshers
- targeted training and workshops provided by the Risk Team to staff holding key risk roles and business areas requiring assistance in completing risk assessments
- Senior Executive Service level risk training workshops provided by Comcover
- a Risk Community of Practice forum to promote collaboration and development of capabilities for effective and contemporary risk management based on best practice, and embedding of the risk framework across the ACIC.

Future initiatives

We have identified 2 key areas for improvement in ACIC risk management during the period of this plan:

1. enhance the quality and consistency of how controls are rated for effectiveness across the agency, to standardise understanding of effectiveness rating definitions – this will be progressed by providing staff with further support and training to utilise the ACIC's Control Effectiveness Rating Guide while performing risk assessments
2. enhance the ACIC's risk management culture to help realise the desired positive risk attitudes and behaviours outlined in our Risk Management Policy and Procedures.

SECTION 3: Capability

Ongoing development of the ACIC's capability ensures that we can continue to achieve and deliver on our purpose, in line with the strategic direction set by the ACIC Board.

We continue to evolve our capabilities in response to the challenges and risks that arise from our operating context, and the opportunities that we identify through engagement with our partners.

Strategic capabilities

Our strategic capabilities ensure our ability to deliver mission critical intelligence.

Our partnerships across the National Intelligence Community and the law enforcement community position us well to deliver insightful criminal intelligence. We continue to build strategic relationships with our international partners, as we consider our international footprint in response to the dynamic, global nature of the criminal environment.

We use relevant engagement and advisory frameworks to ensure accountability and support our decision-making.

We have significant intelligence and law enforcement data sets, and leverage digitisation to enhance our intelligence offerings.

To enhance our strategic capabilities over the next 4 years, we plan to:

- strengthen our relationships with partners, including internationally
- solidify the ACIC's value to the National Intelligence Community
- embed capability life cycle management and investment planning
- enhance access to, and insights from, enterprise data and analytics
- adopt a compliance framework supporting dynamic, high-risk activity
- contribute to policy formulation to ensure that our legislation is fit for purpose.

We work with government, the intelligence community and law enforcement partners to influence the current and future legislative and policy environment. The agency's functions under the ACC Act and other enabling legislation need to keep pace with the evolving criminal environment.

Integrity and compliance are key to our culture and our use of the unique set of powers with which we are entrusted. We have expertise, guidelines and training in place to ensure that our work complies with legislation and external and internal policies, so that the Australian Government, our partner agencies and the wider community can continue to have confidence in us.

Core capabilities

Our core intelligence collection capabilities align critical processes, resources and technologies to deliver value.

These capabilities include the ways in which the ACIC identifies criminal activity through covert methods, including technical and human intelligence, and through examinations using our legislated powers.

Bulk data collection and analytics capabilities also play critical roles in developing criminal intelligence insights. The ACIC has unique powers to compel the production, collection and retention of data. The agency also builds analytics tools for analysts and investigators, so that they can harness our data holdings in an efficient and effective way.

Our criminal intelligence provides our stakeholders and partners with the knowledge to combat serious and organised crime. Our strategic assessments and insights drive policy making and government responses, while our operational intelligence directly supports targeted partner-led interventions. Our intelligence is systems focused, ensuring that we address TSOC threats holistically to protect Australia.

We provide intelligence and information services to support our intelligence and law enforcement partners to combat serious crime threats. We provide frontline, biometric, forensic and criminal intelligence services to Australian police forces and other crime and corruption bodies. This includes providing associated technical support and assurance on systems integrity and data quality. These policing information services enable our partners to better combat current and evolving criminal and national security threats.

The ACIC also conducts criminal intelligence assessments as part of the background checking process for the Aviation Security Identification Card and Maritime Security Identification Card schemes. This capability complements the nationally coordinated criminal history checks that we provide through the NPCS to support employment or entitlement decisions and help keep the community safe.

To enhance our core capabilities over the next 4 years, we plan to:

- embed NCIS as a core information-sharing platform
- uplift our intelligence capability for policy and strategic impact
- enhance our capacity to disrupt and frustrate offshore, upstream transnational serious and organised crime efforts
- optimise our intelligence value stream for timeliness, quality and impact
- modernise the NPCS
- rationalise our national policing information enterprise, and enhance national policing information architecture to meet future demands
- achieve more agile and customer-focused product delivery through user-centred design
- better incorporate data as a service to partners.

Enabling capabilities

Our enabling capabilities support the agency to deliver mission critical intelligence.

The cost of serious crime to the community requires an Australian criminal intelligence agency that is future focused and delivering intelligence at pace. This requires an ACIC that is optimised by design, funded to operate globally with agility, and resourced to drive the capability enhancement required to keep ahead of evolving serious crime threats.

Data and technology are key enablers for the business of criminal intelligence. Data is central to the timely production and operationalisation of our intelligence, requiring the ACIC to continue to develop the data literacy, management and mastery that enable intelligence delivery at pace.

Our technology infrastructure supports our secure use of data in all aspects of our work, including through our constantly evolving suite of tools used to access, process and analyse data to identify, understand and treat criminal threats. We will continue to uplift our technology capability and ICT systems to ensure that they are modern and effective against the evolving cyber threat and the increasingly online nature of organised crime.

As serious crime threats become more sophisticated through the use of technology, so too must the ACIC's intelligence tradecraft. We continue to evolve the tradecraft we use in the collection and analysis of criminal intelligence, to protect our capabilities while maximising the use of cutting-edge technology and methods to reveal criminal activity and methods of operating, as well as patterns and trends. Ongoing tradecraft training ensures subject matter expertise, knowledge transfer and mastery.

We continue to build a workforce that reflects the diversity of the community we serve. We are committed to creating an environment that promotes wellness and respects and values the expertise, experiences and capabilities of all our people. We recruit and develop an agile and high-performing workforce, enhancing our capability to deliver on our strategic direction and priorities.

To help us develop, align and prioritise our actions to achieve our workforce vision to 2025, we have identified the following workforce objectives:

- Our workforce is aligned to ACIC objectives.
- We have a strong and collaborative workforce culture.
- We are highly skilled, curious and continuously improving.
- Our workforce represents our community.
- Our workforce is resilient and sustainable.

To enhance our enabling capabilities over the next 4 years, we plan to:

- deliver secure, responsive and sustainable ICT services and mature ICT management
- foster a modern digital workplace with data-centric workforce management and a data-literate workforce
- develop integrated systems to harness enterprise intelligence
- provide world-leading training in intelligence tradecraft
- invest in the development of our curious, innovative and talented staff to master their craft and roles combating serious crime
- make best use of multi-disciplinary teaming
- implement a future-focused strategic workforce plan.

SECTION 4: Key activities and performance

As a statutory agency within the Attorney-General's portfolio, we plan and manage our performance and assess our delivery of goals using performance criteria, measures and targets. These are articulated in the Portfolio Budget Statements, and this section of our corporate plan.

Performance framework

Our performance framework assesses how well we have delivered key activities to achieve our purpose. It supports transparency and accountability to the Australian Parliament and the wider community, and assists ACIC staff and partners to understand the impact of the work that they do.

Our corporate plan and portfolio budget statements detail performance measures for 4 financial years and are reviewed annually. The annual performance statement in our annual report for each financial year provides results and analysis against those measures.

We continue to group our performance criteria into 3 categories that reflect key focuses and outputs of the agency:

- criminal intelligence
- national policing information systems
- National Police Checking Service.

For 2024–25, we have reduced the total number of performance criteria and measures. The 2023–24 suite of performance measures was reviewed and revised to simplify language, reduce duplication, and include measures that more distinctly report on performance that the ACIC is responsible for, rather than reporting on partner agencies' outcomes. As a result of the review, the number of performance criteria has been reduced from 13 to 3 and the number of specific measures has been reduced from 32 to 11. These changes are documented in Appendix C.

The 3 performance criteria contain a mixture of quantitative and qualitive measures that report on our outputs or effectiveness when delivering our purpose for partners and the community. Across the suite of performance measures, statistics, case studies and an annual stakeholder satisfaction survey are used to measure our performance.

The performance measures for 2024–25 to 2027–28 are shown in tables 4.1 to 4.3.

We will continue to review our suite of performance measures annually to ensure they remain fit for purpose and accurately capture the performance of the ACIC.

Criminal intelligence

The ACIC, as Australia's national criminal intelligence agency, protects Australia from TSOC threats by collecting, assessing and disseminating intelligence and policing information.

To do this, the ACIC:

- collects and analyses diverse and unique information
- produces and disseminates tactical, operational and strategic criminal intelligence products and insights to partners and key stakeholders
- shares information through our national policing information systems and services to support police partners' activities
- supports employment and entitlement decisions across all sectors of the economy through coordinating the delivery of background checking services.

We use our unique capabilities to develop mission critical intelligence. These include coercive powers and other collection capabilities such as human and technical intelligence and bulk data collection.

The ACIC Board determines our priority crime themes, drawing on the expertise of all Commonwealth, state and territory police services and key government stakeholders. The priority crime themes in 2024–25 are:

- criminal networks
- cybercrime
- firearms
- illicit drugs
- illicit tobacco
- national security
- serious financial crime
- victim-based crime.

These priorities establish our nationally and internationally focused intelligence collection and analysis initiatives under special ACIC operations and special ACIC investigations.

The ACIC undertakes diverse types of intelligence activities. It develops products that offer timely tactical support to partners' day-to-day operational activities. It also uses intelligence holdings and national and international networks to develop strategic forecasts and trend analysis. These strategic documents assist partners to develop government policy, laws, and policing strategies, anticipating and combating TSOC. Often our goal is to provide advice to allow others to harden targets against crime.

Our unique role in bringing together law enforcement agencies and the National Intelligence Community underpins our success in building insights for operational strategy, creating synergy and leading intelligence initiatives.

As shown in Table 4.1, performance criterion 1 reports on ACIC Intelligence activities. Five measures are used to monitor and report on our intelligence work. They include case studies to demonstrate the range and diversity of the ways in which our intelligence supports other agencies' work or broader social outcomes. They also include stakeholder satisfaction measures to show that we produce products that are of value to recipients. Incoming requests for information are also reported on, as they show the demand for and value of ACIC products or services.

Table 4.1: Criminal intelligence performance measures 2024−25 to 2027−28

Performance criterion	Measure	Target
1 The ACIC coordinates, collects, analyses, and shares valuable criminal intelligence on transnational serious and organised crime threats to inform ACIC and partner operational and strategic policy responses, and regulatory and legislative reforms.	**1.1** | Case studies of ACIC intelligence enrichment, discoveries and insights supporting the fight against serious and organised crime	3 or more case studies
	1.2 | Percentage of requests for information finalised within ACIC specified timeframes	70% or more of incoming requests are completed within assigned timeframe
	1.3 | The value of ACIC products leads partners to make additional requests for disseminations or access to ACIC intelligence products	518 or more requests
	1.4 | The percentage of stakeholders agree and strongly agree that ACIC intelligence products provide a relevant and comprehensive understanding of crime impacting Australia, including changes and trends within the criminal environment	80% or greater of respondents deliver this rating
	1.5 | The percentage of key stakeholders who agree and strongly agreed that ACIC intelligence/advice/insights had an impact or informed their operational or policy activities	80% or greater of respondents deliver this rating

National policing information systems

We work cooperatively with law enforcement and other partners to deliver reliable and comprehensive national policing information systems. The systems provide relevant and timely information, supporting a range of policing activities from frontline 24/7 policing responses to specialist investigations. Systems relay mission critical information to officers, helping to keep both officers and the community safe.

Over time, an inter-linked environment of systems and data holdings has been established, offering users access to a multi-jurisdictional dataset and interconnected systems. A range of agencies use and provide data to the systems.

The national policing information systems provide services that enable users to do search holdings on: vehicles of interest; DNA profiles; fingerprint analysis; ballistic analysis; firearms management; general policing information; child sex offenders management; missing persons and unidentified human remains, and national policing information background checks. Such information assists operational work and community safety.

As shown in Table 4.2, performance criterion 2 monitors how we work with partners to develop national policing information systems that are user friendly, reliable and technically feasible, and meet the needs of key clients. Three measures are used to report on the criterion.

Table 4.2: National policing information systems performance measures 2024−25 to 2027−28

Performance criterion	Measure	Target
2 ACIC national policing information systems fulfil design requirements and seek to innovate, and deliver a reliable and trusted service based on consultation and partnerships to maximise user experience and service suitability.	**2.1 |** National system availability	Board benchmarks[1]
	2.2 | Case study on information system and data enhancements	1 case study or more
	2.3 | Stakeholders agree and strongly agree that ACIC national policing information systems are of value to their work	80% or greater of respondents deliver this rating

1. Board benchmarks are updated every 3 years, with these ones due for renewal in 2025−26
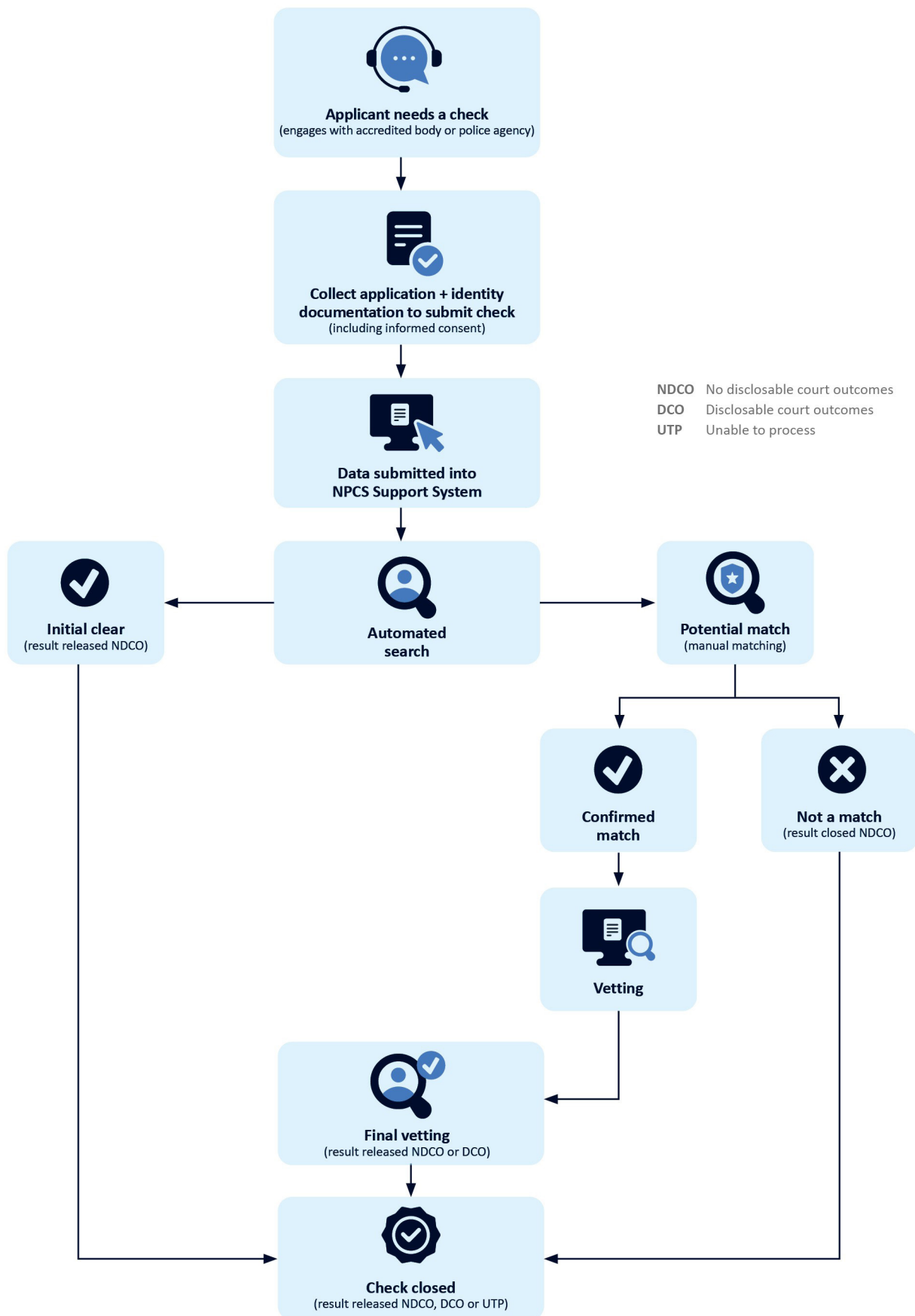
National Police Checking Service

The NPCS allows people to apply for a nationally coordinated criminal history check, which is often required when applying for employment, Australian citizenship, appointment to positions of trust, or various forms of licensing and registration.

Disclosable police history information is released based on the category and purpose of a check and in line with the spent convictions legislation and information release policies of the relevant Australian state or territory police agency. The number of checks performed each year is considerable. In 2023−24, more than 7.2 million checks were processed and more than 1.8 million checks were referred to our police partners for assessment.

The ACIC works with around 170 organisations that are accredited to deliver the NPCS. Accredited bodies include state police and territory services, private firms and charities. They are entrusted with access to the NPCS system to submit applications and retrieve check results for consenting applicants.

Figure 4.1 outlines the checking process. It shows the steps and pathways for checks. Accredited bodies may do several steps in this process, depending on the type of check.

Figure 4.1 National Police Checking Service process

Applicant needs a check
(engages with accredited body or police agency)

↓

Collect application + identity documentation to submit check
(including informed consent)

↓

Data submitted into NPCS Support System

↓

Automated search

Initial clear
(result released NDCO)

Potential match
(manual matching)

Confirmed match

Not a match
(result closed NDCO)

Vetting

Final vetting
(result released NDCO or DCO)

Check closed
(result released NDCO, DCO or UTP)

NDCO	No disclosable court outcomes
DCO	Disclosable court outcomes
UTP	Unable to process

Different accredited bodies have access to do different types of checks. There are currently 4 types of checks available, with some bodies able to submit checks for volunteers and others able to submit checks for employees. Only specific government agencies can submit checks for working with children or vulnerable people.

The ACIC accredits entities to undertake sections of the checking process. We provide induction programs for accredited bodies prior to granting them access to the NPCS system.

We conduct a range of audits. Some are conducted to ensure that accredited bodies are complying with their obligations, while others are conducted as part of our regular audit program or in response to allegations of non-compliance. The audit program is designed to provide education while effectively managing risk and minimising the regulatory burden. Audits ensure the integrity of the process.

The ACIC has a role as a regulator in relation to accredited bodies, and needs to fulfil requirements set out in Australian Government Resource Management Guide 128, *Regulator Performance*. It meets elements of these requirements through performance criterion 3, as shown in Table 4.3. Contextual details covering additional regulatory requirements are included in the discussion of the measure in the annual performance statement. Further details of regulator obligations are shown in Appendix B.

Performance criterion 3 has 3 quantitative measures, which we use to monitor and report on our delivery of a risk-based, reliable and timely NPCS that adheres to regulatory requirements.

Table 4.3: National Police Checking Service performance measures 2024−25 to 2027−28

Performance criterion	Measure	Target
3 The ACIC coordinates the delivery of a risk-based, reliable and timely national police checking services that adheres to regulatory requirements.	**3.1 |** National system availability	Board benchmarks[1]
	3.2 | Percentages of ACIC components for urgent checks and non-urgent checks that are delivered on time	95% or more of urgent checks are completed on time; 95% or more of non-urgent checks are completed on time
	3.3 | The ACIC undertakes audits of accredited entities and ensures their compliance within established timeframes	10% or more of accredited bodies are subject to an audit or compliance check

1. Board benchmarks are updated every 3 years, and are due for renewal in 2025−26.

APPENDIX A: Statements of regulatory expectations and intent

This appendix shows the ministerial statement of expectations provided by Attorney-General the Hon Mark Dreyfus KC MP on 29 April 2024, and the corresponding statement of intent provided by ACIC Chief Executive Officer Ms Heather Cook on 30 May 2024.

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION
STATEMENT OF EXPECTATIONS − 2024

Ministerial Statements of Expectations provide greater clarity about government policies and objectives relevant to the regulator in line with its statutory objectives, and the priorities the Minister expects it to observe in conducting its operations.

As the responsible Commonwealth Minister for the Australian Criminal Intelligence Commission under the *Australian Crime Commission Act 2002* (Cth), this statement sets out my expectations of the Australian Criminal Intelligence Commission (ACIC).

Overview

The ACIC protects Australia from serious criminal threats through coordinating a strategic response and collecting, assessing and disseminating intelligence and policing information.

Under the *Australian Crime Commission Act 2002* (Cth), the ACIC's functions are to:

- collect, correlate analyse and disseminate criminal intelligence and information
- maintain a national criminal intelligence database
- develop strategic criminal intelligence assessments and advice on national criminal intelligence priorities
- conduct investigations and intelligence operations into federally relevant crime
- provide and maintain systems that allow information sharing for police and law enforcement agencies
- provide nationally coordinated criminal history checks.

The Government recognises and respects the independence of the Chief Executive Officer of the ACIC and their responsibility for regulation of the National Police Checking Service (NPCS), which allows people to apply for a Nationally Coordinated Criminal History and facilitates over seven million checks per year. I expect the ACIC to exercise its functions and powers in good faith and to the best of its ability.

The Government's policy priorities and objectives

In addition to the core functions noted above, the Government expects the ACIC to observe and contribute to the following Government priorities and objectives.

Regulatory reform agenda

The Government's regulatory reform agenda is a key component of the Government's plan to support economic recovery by working with States and Territories to effect regulatory reform to reduce duplication and boost productivity, and to account for impacts of regulation on individuals (not just businesses). Ensuring our regulatory settings are the best they can be helps boost productivity and competitiveness and supports well-functioning markets, business investment, job creation and growth.

Under the regulatory reform agenda, the Australian Government is also focusing on improving regulator performance, capability and culture through regulatory stewardship.

I expect the ACIC to contribute to the regulatory reform process by:

- seeking opportunities to remove duplication and streamline processes in order to improve efficiency and lift productivity
- acting in accordance with regulator best practice in its decision-making, policies, processes and communication practices, in order to maximise transparency and minimise compliance costs
- applying the *Regulator Performance Resource Management Guide* to its regulatory functions to assess its performance and engagement with stakeholders
- incorporating regulator performance reporting into the entity's reporting processes, as required by the *Regulator Performance Resource Management Guide* under the *Public Governance, Performance and Accountability Act 2013* and *Public Governance, Performance and Accountability Rule 2014*, in order to support greater transparency and accountability of regulator performance.

Principles of regulator best practice

Under the *Regulator Performance Resource Management Guide*, the principles of regulator best practice are:

1. **Continuous improvement and building trust:** regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture, to build trust and confidence in Australia's regulatory settings.
2. **Risk-based and data-driven:** regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology, to support those they regulate to comply and grow.
3. **Collaboration and engagement:** regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

Consequently, I expect the ACIC to:

- seek opportunities to engage and consult genuinely with stakeholders
- be receptive to feedback and diverse stakeholder views
- seek to increase transparency in inquiry and decision-making processes
- provide up-to-date, clear and accessible guidelines and resources in multiple languages to assist employers and persons conducting a business or undertaking with positive duty compliance
- further improve the usability of the NPCS
- work closely and collaboratively with Commonwealth, state and territory policing agencies to achieve national consistency, from the legislative and administrative perspectives, for police checking.

I expect the ACIC to embed and act in accordance with the Government's principles of regulator best practice when conducting its operations, as well as strive for continuous improvement against these principles.

In exercising its functions and powers in accordance with these principles, I expect the ACIC to:

- remain committed to continuous improvement in its processes and capabilities
- continue building public confidence in Australia's regulatory settings
- continue adopting a risk-based and transparent approach to regulation and decision-making
- leverage data and digital technology to inform its approach to compliance and enforcement.

Innovation and regulatory change

I expect the ACIC to continually monitor the environment it operates in to ensure that regulatory approaches keep pace with changes in technology, industry practices and community expectations. I also expect the ACIC to regularly review and, where necessary, adjust policies, protocols and operating procedures, to ensure it can respond to the changing social, technological and commercial context in which it operates.

Relationship with Minister and portfolio

The ACIC plays an essential role in ensuring that I, as the minister responsible for the ACIC, and the Government, are well placed to respond promptly to community safety by delivering timely information as requested, through the NPCS, to support employment decisions. The Attorney-General's Department (the department) also supports and advises me by providing advice on policy development and the performance of the portfolio's regulatory systems. The department takes into account the knowledge and expertise of the ACIC when considering changes to policy and legislation that impact on community safety through the NPCS.

Accordingly, I expect the ACIC to work collaboratively with the department to provide accurate and timely policy advice on significant issues relating to strengthening community safety by supporting employment decisions, through the NPCS.

As the responsible Minister, I will provide an enabling environment for the ACIC to consistently implement best practice by ensuring you are well informed of the Government's policy direction, as specific initiatives and strategies are being considered.

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION
STATEMENT OF INTENT – May 2024

This statement sets out my intentions as the accountable authority of the Australian Criminal Intelligence Commission (ACIC) regarding how I will meet the expectations outlined by the Attorney-General under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) in the Ministerial Statement of Expectations of April 2024.

Overview

The ACIC protects Australia from serious criminal threats by collecting, assessing and disseminating intelligence and policing information.

Under the *Australian Crime Commission Act 2002* (Cth), the ACIC's functions are to:

- collect, correlate, analyse and disseminate criminal intelligence and information
- maintain a national criminal intelligence database
- develop strategic criminal intelligence assessments and advice on national criminal intelligence priorities
- conduct investigations and intelligence operations into federally relevant crime
- provide and maintain systems that allow information sharing for policing and law enforcement agencies
- provide nationally coordinated criminal history checks.

I appreciate the recognition and respect of the government for the independence of my role as Chief Executive Officer of the ACIC and my responsibility for regulation of the National Police Checking Service (NPCS). The NPCS allows people to apply for a Nationally Coordinated Criminal History Check and facilitates over 7 million checks a year. As the accountable authority, I will ensure the ACIC exercises its functions and powers in good faith and to the best of its ability.

The government's policy priorities and objectives

In addition to the cover functions noted above, I will ensure that the ACIC observes and contributes to the following government priorities and objectives.

Regulatory reform agenda

The government's regulatory reform agenda is a key component of the government's plan to support economic recovery by working with states and territories to effect regulatory reform to reduce duplication and boost productivity, and to account for impacts of regulation on individuals (not just businesses). Ensuring our regulatory settings are the best they can be helps boost productivity and competitiveness and supports well-functioning markets, business investment, job creation and growth.

Appendix A: Statements of regulatory expectations and intent

Under the regulatory reform agenda, the Australian Government is also focusing on improving regulator performance, capability and culture through regulatory stewardship.

I will ensure that the ACIC contributes to the regulatory reform process by:

- seeking opportunities to remove duplication and streamline processes in order to improve efficiency and lift productivity
- acting in accordance with regulator best practice in our decision-making, policies, processes and communication practices, in order to maximise transparency and minimise compliance costs
- applying the *Regulator Performance Management Guide* to its regulatory functions to assess our performance and engagement with stakeholders
- incorporating regulator performance reporting into the entity's reporting processes, required by the *Regulatory Performance Management Resource Guide* under the *Public Governance, Performance and Accountability Act 2013* and *Public Governance, Performance and Accountability Rule 2014*, in order to support greater transparency and accountability of regulator performance.

Principles of regulator best practice

I note that under the Regulator Resource Management Guide, the principles of regulator best practice are:

1. **Continuous improvement and building trust:** regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture, to build trust and confidence in Australia's regulatory settings.
2. **Risk-based and data-driven:** regulators manage risks proportionally and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.
3. **Collaboration and engagement:** regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

I will ensure the ACIC adheres to these principles by:

- seeking opportunities to engage and consult genuinely with stakeholders
- being receptive to feedback and diverse stakeholder views
- seeking to promote transparency in inquiry and decision-making processes
- providing up-to-date, clear and accessible guidelines and resources in multiple languages to assist entities, employers and persons conducting a business or undertaking with positive duty compliance
- further improving the usability of the NPCS
- working closely with Commonwealth, state and territory policing agencies to achieve national consistency, from the legislative and administrative perspectives, for police checking.

I will ensure the ACIC acts in accordance with the Government's principles of regulator best practice when conducting its operations, as well as striving for continuous improvement against these principles.

In exercising its functions and powers in accordance with these principles, I will ensure the ACIC:

- remains committed to continuous improvement in its processes and capabilities
- continues to build public confidence in Australia's regulatory settings
- continues to adopt a risk-based and transparent approach to regulation and decision-making
- leverages data and digital technology to inform its approach to compliance and enforcement.

Innovation and regulatory change

I will ensure the ACIC continually monitors the environment we operate in to ensure regulatory approaches keep pace with changes in technology, industry practices and community expectations. I will also ensure the ACIC regularly reviews and, where necessary, adjusts policies, protocols and operating procedures, to ensure we can respond to the changing social, technological and commercial context in which it operates.

Relationship with minister and portfolio

I acknowledge the essential role the ACIC plays in ensuring that you, as the minister responsible for the ACIC, and the government, are well placed to respond promptly to community safety by delivering timely information as requested, through the NPCS, to support employment and entitlement decisions.

I note that the Attorney General's Department (the department) also supports and advises you by providing advice on policy development and the performance of the portfolio's regulatory systems. The department takes into account the knowledge and expertise of the ACIC when considering changes to policy and legislation that impact on community safety through the NPCS.

Accordingly, I will ensure the ACIC continues to work collaboratively with the department to provide accurate and timely policy advice on significant issues relating to strengthening community safety by supporting employment decisions, through the NPCS.

I appreciate that you, as the responsible Minister, will provide an enabling environment for the ACIC to consistently implement best practice by ensuring we are well informed of the government's policy direction, as specific initiatives and strategies are being considered.

APPENDIX B: Performance measurement methodology

This appendix provides details of the measurement methodology for each of the 3 criteria in the ACIC's performance framework for 2024–25.

Criterion 1

The ACIC coordinates, collects, analyses and shares valuable criminal intelligence on transnational serious and organised crime threats to inform ACIC and partner operational and strategic policy responses, and regulatory and legislative reforms.

Measure	Calculations	Rationale	Target
1.1 Case studies of ACIC intelligence enrichment, discoveries and insights supporting the fight against serious and organised crime	Case study topics are randomly identified across the year from operational effect reports, product disseminations, and intelligence committee processes. The pool of case study topics is checked for their suitability for public release. Once approved for release, case study topics are randomly selected and prepared by the ACIC, using internal and public material. Case studies are proofed and approved by teams involved in the topic and members of the ACIC executive.	Case studies show the complexity of ACIC intelligence processes and its impact. Intelligence is often an input into other agencies' decisions or actions. As such, it is rarely publicly acknowledged and, for operational reasons, it is often not commented on. Case studies offer a way to show selective examples of how intelligence contributes and leads to insights or impacts.	3 or more case studies
1.2 Percentage of requests for information finalised within ACIC-specified timeframes	The percentage of incoming requests for firearms information and general requests for information to the ACIC are completed by their assigned due dates is calculated. Each category of request has specific length of time for completion. The percentage of completed on time requests is compared to the target of 70%.	Incoming requests from partners indicate that ACIC holdings are of interest or value to their work. The timeliness of the ACIC's provision of advice in response to the requests affects partners' work outcomes. They measure reports on both aspects – the relevance of ACIC holdings, and our service delivery supporting partners activities.	70% or more of incoming requests are completed within assigned timeframe
1.3 The value of ACIC products leads partners to make additional requests for disseminations or access to ACIC intelligence products	The number of additional requests for disseminations of products made to the ACIC is calculated. The total number of incoming requests is compared to the target. The target is based on the mean of incoming requests for additional disseminations over 4 years.	Incoming requests from partners for additional disseminations of products indicate that ACIC holdings are of interest or value to their work and need to be shared further.	518 requests or greater

Measure	Calculations	Rationale	Target
1.4 The percentage of stakeholders who agree and strongly agree that ACIC intelligence products provide a relevant and comprehensive understanding of crime impacting Australia, including changes and trends within the criminal environment	An annual survey is used to collect this feedback from key stakeholders who use ACIC intelligence services. The data will be supplemented with other sources of feedback where available, such as feedback on intelligence products. The survey uses a 5-point rating scale or equivalent to assess 'agree' or 'strongly agree' statements. These 2 categories of rating are combined to get a figure which is then calculated as a percentage of the total responses to the 5 rating scales. The methodology of the survey tends to alternate every 2 years, between a self-guided online or mailed questionnaire and interviews, depending on response rates and resourcing.	Intelligence products need to be useful for those that use them. The ACIC needs to know that its products are relevant, useful, filling knowledge gaps and offering material value that extends partners' knowledge about the criminal environment or trends. A key value of the ACIC is being able to recognise trends or patterns, maximise the insights and understanding from available data or sources, and present this material in such a way that it is readily accessible and understood and is tailored to its audience and purpose. User feedback via a survey and other channels offers the ability to ensure that products are fit for purpose.	80% or more of respondents deliver this rating
1.5 The percentage of key stakeholders who agree and strongly agreed that ACIC intelligence/ advice/insights had an impact or informed their operational or policy activities	An annual survey is used to collect this feedback, supplemented with other data or sources such as feedback on products and analysis of provision of advice to forums. This measure surveys users receiving intelligence, advice or insights and other avenues to collect feedback on whether ACIC material had an impact or informed legal, regulatory, operational or policy work by partners. The survey uses a 5-point rating scale or equivalent to assess 'agree' or 'strongly agree' statements. These 2 categories of rating are combined to get a figure which is then calculated as a percentage of the total responses to the 5 rating scales. The methodology of the survey tends to alternate every 2 years, between a self-guided online or mailed questionnaire and interviews, depending on response rates and resourcing.	ACIC intelligence products or advice need to be useful for those that receive them. Strategic and analytical work aims to inform law, regulation and policy as well as operational strategies adopted by taskforces, partners and other bodies. Obtaining feedback from users allows the ACIC to know if these products are delivering what is required. It also allows the ACIC to document the range of impacts and processes its intelligence work influences, showing outcomes of ACIC intelligence work.	80% or more of respondents deliver this rating

Criterion 2

ACIC national policing information systems fulfil design requirements and seek to innovate, and deliver a reliable and trusted service based on consultation and partnerships to maximise user experience and service suitability.

Measure	Calculations	Rationale	Target
2.1 National system availability	This is measured using an internal dashboard which reports on each system. Data is provided to the dashboard by vendors involved in each system's local service agreement or by internal teams who manage the systems. Outages are reported to the ACIC by users. The dashboard automatically calculates national availability, defined as the percentage of time when the system is operating in all justifications. Unscheduled outages are considered in the calculation. Unscheduled outages are measured for their duration in days, by their number, and in terms of the time between unscheduled outages. Given this, reliability is included in this measure as the number and time of unscheduled outages directly affect national availability. Availability benchmarks have been set by the ACIC Board and are updated every 3 years. They are used as the targets for the measure to assess system performance.	Availability and reliability are core features that ensure an IT system can be relied on to function well and deliver its services. We measure availability to ensure that systems offer the national policing information systems, which currently include 13 individual often interlinked IT systems/services. These services are often supporting frontline policing intelligence checks on things such as suspects or registration plates, which are fundamental to police officer and community safety.	Board benchmarks
2.2 Case study on information system and data enhancements	Case studies will be identified through investment planning and committee processes preferably at the commencement of a project/year. A pool of potential topics will be developed progressively and monitored across the year. From quarter 3 the pool will be checked for suitability for public publication. The topics found suitable will be randomly selected and written up by the ACIC in consultation with operational teams.	Case studies offer a way to show the processes, considerations and consultations undertaken when improving national policing information systems or the data they use. The evolution of the national policing information system ecosystem depends on enhancements tailored to technical and user requirements. Systems tend to be co-designed and are delivered using a mix of ACIC and partner IT platforms, making it difficult for users to distinguish between ACIC contributions and their home agency contributions. Case studies offer a way to tell the narrative of system development more clearly than other forms of reporting do.	1 or more case study

Measure	Calculations	Rationale	Target
2.3 Stakeholders agree and strongly agree that ACIC national policing information systems are of value to their work	An annual survey is used to collect this feedback from users of various national policing information systems. Survey results can be supplemented with other data or sources such as feedback on systems, audits, and user consultative forums. The survey uses a 5-point rating scale or equivalent to assess 'agree' or 'strongly agree' statements. These ratings are combined and the resulting figure is calculated as a percentage of responses against all 5 ratings. The methodology of the survey tends to alternate every 2 years, between a self-guided online or mailed questionnaire and interviews, depending on response rates and resourcing. The methodology is affected by users' ability to distinguish between their own home service platform contributions and ACIC contributions. This potential problem is offset with other data and sources and attention to the design of the survey questions.	Users need to find the systems useful and helping their work. The survey checks whether systems are seen as useful by users of various kinds of national policing information systems.	80% or more of respondents deliver this rating

Criterion 3

The ACIC coordinates the delivery of a risk-based, reliable and timely National Police Checking Service that adheres to regulatory requirements.

Measure	Calculations	Rationale	Target
3.1 National system availability	This is measured using an internal dashboard to report on automatically calculated national availability data for each system and outage (reliability). As unscheduled outages are included in the calculation for availability, this measure also reports on reliability. National outages are defined as an outage affecting all jurisdictions simultaneously. The process for calculating the measure is the same as for national policing information systems (see measure 2.1).	Availability and reliability are core features that ensure an IT system can be relied on to function. We measure availability to ensure that systems are functioning and so can offer checking services.	Board benchmarks
3.2 Percentages of ACIC components for urgent checks and non-urgent checks that are delivered on time	The ACIC uses an internal dashboard to report on incoming request data, which is classified into urgent and non-urgent requests for checks. Each urgency category has a specified time limit for completion of requests. Urgent checks are completed within 5 days of receipt, and non-urgent checks are completed within 10 days of receipt. The measure calculates the percentage of urgent checks in the financial year that are completed in 5-days and the percentage of non-urgent checks completed in 10 days. The results are compared against the target of 95% to assess the performance of checking.	The volume and importance of NPCS requests require the use of prioritisation and triage. To this end, each category has a time frame for completion. The ACIC Board has set a target for the percentage of tasks to be completed in their allocated time frames. The target of 95% ensures that the vast majority of checks are done quickly. This supports quick decision-making for employment and community safety, especially in sectors involving vulnerable people.	95% or more of urgent checks are completed on time; 95% or more of non-urgent checks are completed on time
3.3 The ACIC undertakes audits of accredited entities and ensures their compliance within established timeframes	Data on the numbers of total accredited bodies, ACIC compliance audits and any resulting remedial actions and outcomes is used to check if 10% or more of accredited bodies are subjected to audits or compliance checks.	The ACIC, the government and the community need to have trust in the NPCS. Trust is supported by the accreditation system and related checks. The volume of checks, their complexity and the importance of the system to many areas of employment mean that the system can be an attractive target for fraud or cutting corners. Compliance checks are a key safeguard to ensure that the system operates with integrity. A lax NPCS would have significant potential economic and corruption impacts for the community and economy, and potentially abusive implications for the children and other vulnerable people.	10% of accredited bodies are subject to an audit or compliance check

APPENDIX C: Revisions to performance measures

The ACIC reviews performance metrics annually to ensure that they remain fit for purpose and accurately capture the performance of the ACIC. This appendix summarises the changes to the ACIC's performance criteria and measures from 2023–24 to 2024–25.

We have condensed the 13 criteria used in 2023–24 into 3 criteria for 2024–25. The table below outlines the changes between the 2 financial years.

Performance criterion 1			
Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/ measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 1 The ACIC discovers and targets current and evolving criminal threats to Australia.		Removed and elements combined into new performance criterion 1.	Streamlining and reducing duplication with other criteria.
	Performance criterion 1 The ACIC coordinates, collects, analyses, and shares valuable criminal intelligence on transnational serious and organised crime threats to inform ACIC and partner operational and strategic policy responses, and regulatory and legislative reforms.	New performance criteria adopting elements of the former intelligence criteria 1 to 6 and current focus of the ACIC.	Streamlining and reducing duplication with other criteria. Intelligence is a key output for the ACIC. Key elements of this work have been explicitly added to reflect the intelligence process and value the ACIC delivers to the community.
Measure 1.1 Number of high-threat criminal targets identified		Removed	Not possible to develop a meaningful public target.
Measure 1.2 Proportion of high-threat criminal targets impacted		Removed	Streamlining and reducing duplication with other measures.
Measure 1.3 Qualitative examples of ACIC discovery of evolving criminal threats to Australia		Modified and combined into new measure 1.1. Can include high-risk criminal targets.	Streamlining and reducing duplication with other measures.
	Measure 1.1 Case studies of ACIC intelligence enrichment, discoveries and insights supporting the fight against serious and organised crime	New but combines elements from former intelligence measures and criteria.	

Performance criterion 2

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 2 The ACIC produces criminal intelligence products to better inform partners and stakeholder agencies.		Removed and elements combined into new criterion 1.	Streamlining and reducing duplication with other criteria.
Measure 2.1 Number of intelligence products produced		Removed	Did not report on quality or complexity of products.
Measure 2.2 Percentage of intelligence products derived from the ACIC's core capability pillars		Removed	Sensitivities about disclosing capabilities.
Measure 2.3 Percentage of intelligence products produced by priority crime theme		Removed	Sensitivities about disclosing operational focus, and duplication with other measures.
Measure 2.4 Qualitative examples of products developed for different crime themes		Removed	New measure 1.1 can include these examples and intelligence products using various capabilities and crime priorities.

Performance criterion 3

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 3 The ACIC informs partners of the current and evolving criminal threats to Australia.		Removed	Streamlining and reducing duplication with other criteria.
Measure 3.1 Number of requests for information the ACIC finalised	**Measure 1.2** Percentage of requests for information finalised within ACIC-specified timeframes	Modified to read 'Percentage of requests for information finalised within ACIC-specified timeframes' in new measure 1.2.	Considering timeliness of performance.
Measure 3.2 Number of times that intelligence products were disseminated		Removed	Does not measure value of products to clients. It measures ACIC production and circulation of products.
Measure 3.3 Number of partners receiving disseminations		Removed	Does not measure value of products to clients. Duplication with other measures.

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Measure 3.4 Number of times that products were disseminated to ACIC Board agencies, non-board agencies and international partners		Removed	Does not measure value of products to clients. Duplication with other measures.
	Measure 1.3 The value of ACIC products leads partners to make additional requests for disseminations or access to ACIC intelligence products	Modified former measure 6.1.	Shows value of ACIC intelligence products to clients through additional requests.
	Measure 1.4 The percentage of stakeholders who agree or strongly agree that ACIC intelligence products provide a relevant and comprehensive understanding of crime impacting Australia, including changes and trends within the criminal environment	Modified and combined former measures 6.2 and 6.3.	Shows value of different aspects of intelligence products for users through their feedback and reduces duplication of measures.
	Measure 1.5 The percentage of key stakeholders who agree or strongly agreed that ACIC intelligence/advice/insights had an impact or informed their operational or policy activities	New	Demonstrates value of different aspects of intelligence products for clients and users through direct feedback.

Performance criterion 4

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 4 ACIC intelligence facilitates a response to criminal activity affecting Australia.		Removed	Streamlining and reducing duplication with other criteria.
Measure 4.1 Number of disruptions recorded		Removed	Not focused on ACIC performance or impact as partners undertake disruptions.
Measure 4.2 Number of joint projects initiated		Removed	Not focused on ACIC impact as partners undertake projects and shape their outcomes.
Measure 4.3 Qualitative examples of responses to criminal activity affecting Australia		Removed and elements included in new measure 1.1.	Elements can be included in more general case studies to show ACIC contribution to partners' work. More efficient to include in one case study rather than have specific subcategories of case studies.

Appendix C: Revisions to performance measures

Performance criterion 5

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 5 ACIC intelligence is helping to make Australia more hostile to crime.		Removed and elements combined into new performance criterion 1.	Streamlining and reducing duplication with other criteria.
Measure 5.1 Case study of an intelligence product developed that has resulted in an operational outcome or identified opportunity for legislative, policy or regulatory reform		Removed and elements combined into new measure 1.1.	For efficiency and to avoid duplication, elements can be included in more general case studies to show ACIC contribution to partner or social impacts.

Performance criterion 6

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 6 Stakeholders agree that ACIC intelligence is meaningful and useful.		Removed and elements combined into new performance criterion 1.	Streamlining and reducing duplication with other criteria.
Measure 6.1 Number of requests for additional disseminations of our intelligence products		Modified to become new measure 1.3.	Expanded to include additional requests.
Measure 6.2 Stakeholders agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment		Modified and elements combined into new measure 1.4.	Streamlining and reducing duplication across measures.
Measure 6.3 Stakeholders agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia		Modified and elements combined into new measure 1.4.	Streamlining and reducing duplication across measures.

Performance criterion 7

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/ measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 7 ACIC information systems are available when required by partner agencies.		Modified and elements combined into new performance criterion 2.	Streamlining and reducing duplication in criteria.
	Performance criterion 2 ACIC national policing information systems fulfil design requirements and seek to innovate, and deliver a reliable and trusted service based on consultation and partnerships to maximise user experience and service suitability.	New performance criteria adopting elements of the former intelligence criteria 7 to 10 and current focus of the ACIC.	Streamlining and reducing duplication with other criteria. Key elements and qualities of ACIC delivery of the national policing information systems have been explicitly added to reflect the process and goals for the systems.
Measure 7.1 System availability	**Measure 2.1** National system availability[1]	Modified former measure 7.1 by adding the word 'national' and including reliability/outages in the calculations.	National availability is measured by times when a system is operating in all jurisdictions or when an outage affects all jurisdictions simultaneously. 'National' is emphasised in the title of the measure to ensure that it influences how the measure is interpreted.
Measure 7.2 System reliability		Removed and included in new measure 2.1.	Reliability is closely associated with availability as the number and length of outages affects availability. For efficiency, reliability will be discussed as part of reporting on availability.

Performance criterion 8

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 8 ACIC information systems provide useful information to partners.		Modified and elements combined into new performance criterion 2.	Streamlining and reducing duplication in criteria.
Measure 8.1 Number of users		Removed	Methodological issues and variations across systems affected the reliability of the measure. It did not report on the value of the system or ACIC contribution.
Measure 8.2 Number of searches performed		Removed	Methodological issues and variations across systems affected the reliability of the measure. It did not report on the value of the system or ACIC contribution.
Measure 8.3 Number of positive data matches		Removed	Matches do not indicate usefulness as finding no matches can also be informative.

Performance criterion 9

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 9 The ACIC continues to enhance information systems.		Modified and elements combined into new performance criterion 2.	Streamlining and reducing duplication in criteria.
Measure 9.1 Case study on information system enhancements	**Measure 2.2** Case study on information system and data enhancements	Modified former measure 9.1 by adding the word 'data' in new measure 2.2.	Expanded to reflect a core element of national policing information systems.

Performance criterion 10

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 10 Stakeholders are satisfied that the national information systems are meaningful and fit for purpose.		Modified and elements combined into new performance criterion 2.	Streamlining and reducing duplication in criteria.
Measure 10.1 Stakeholders agree or strongly agree that ACIC national policing information systems are of value to their work	**Measure 2.3** Stakeholders agree and strongly agree that ACIC national policing information systems are of value to their work	Former measure 10.1 renumbered to become new measure 2.3.	New set of performance measures with new numbering.
Measure 10.2 Stakeholders agree or strongly agree that ACIC national policing information systems are reliable		Removed	New measure 2.1 measures this. Methodological issues around clients answering survey reliability questions on national elements of systems.
Measure 10.3 Stakeholders agree or strongly agree that ACIC national policing information systems meet the needs of their organisation		Removed	This is partly included in new measure 2.4. Methodological issues around respondents answering for their agency and distinguishing ACIC contributions in jointly designed and delivered systems.

Performance criterion 11

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 11 The National Police Checking Service is available to conduct checks as requested.		Modified and elements combined into new performance criterion 3.	Streamlining and reducing duplication in criteria.
	Performance criterion 3 The ACIC coordinates the delivery of a risk-based, reliable and timely National Police Checking Service that adheres to regulatory requirements.	New	More descriptive title for the criteria and emphasis placed on regulatory requirements.
Measure 11.1 System availability	**Measure 3.1** National system availability	Modified former measure 11.1 by adding the word national in new measure 3.1.	Changes reflect that measure reports national availability and outages defined as affecting all jurisdictions simultaneously.
Measure 11.2 System reliability		Removed and combined into new measure 3.1.	Availability and reliability are interrelated and can be addressed in one measure.

Appendix C: Revisions to performance measures

Performance criterion 12

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 12 The ACIC contributes to community safety by delivering timely information to support employment decisions.		Modified and elements combined into new performance criterion 3.	Streamlining and reducing duplication in criteria.
Measure 12.1 Time taken to perform urgent checks and non-urgent checks	**Measure 3.2** Percentages of ACIC components for urgent checks and non-urgent checks that are delivered on time	Modified former measure 12.1 by adding the words 'percentage' and 'on time'.	Adding timeliness to the measure.

Performance criterion 13

Previous performance criterion/measure in the ACIC Corporate Plan 2023–24	New performance criterion/measure in the ACIC Corporate Plan 2024–25	Change	Rationale for change
Performance criterion 13 The ACIC and accredited bodies are fulfilling their obligations to ensure an accurate and reliable service.		Modified and elements combined into new performance criterion 3.	Streamlining and reducing duplication in criteria.
Measure 13.1 Number of audits of compliance undertaken by the ACIC on accredited bodies		Modified and elements combined into new measure 3.3.	Streamlining and reducing duplication in measures.
Measure 13.2 ACIC accredited bodies comply with obligations		Modified and elements combined into new measure 3.3.	Streamlining and reducing duplication in measures.
	Measure 3.3 The ACIC undertakes audits of accredited entities and ensures their compliance within established timeframes	New measure combining elements of former measures 13.1 and 13.2.	Streamlining and reducing duplication in measures.

1. The ACIC Executive subsequent to the Portfolio Budget Statement decided to combine the measure for reliability into the measure for availability as they were interlinked and reported on similar aspects of system delivery.

Abbreviations list

ACC Act	*Australian Crime Commission Act 2002* (Cth)
ACIC	Australian Criminal Intelligence Commission
AIC	Australian Institute of Criminology
NCIS	National Criminal Intelligence System
NPCS	National Police Checking Service
NPISSSA	National Policing Information Systems and Services Special Account
PGPA Act	*Public Governance, Performance and Accountability Act 2013* (Cth)
TSOC	transnational serious and organised crime

Compliance index

PGPA Rule reference*	Description	Page
section 16E(2), item 1	**Introduction** An introductory statement that: • states that the plan has been prepared for paragraph 35(1)(b) of the PGPA Act • specifies the reporting period for which the plan is prepared • specifies the reporting periods covered by the plan.	iii
section16E(2), item 2	**Purposes** The purposes of the entity, including its objectives, functions or role.	2
section 16E(2), item 3	**Activities** The key activities that the entity will undertake in order to achieve its purposes.	2-3, 20
section 16E(2), item 4	**Operating context**	8-17
	The environment in which the entity will operate.	9
	The capability required by the entity to undertake its key activities and to achieve its purpose.	17-19
	The risk oversight and management systems, the key risks the entity will manage and how those risks will be managed.	16-17
	How an entity works with others to achieve its purposes.	9-13
	How any subsidiaries will contribute to achieving the entity's purpose.	not applicable
section 16E(2), item 5	**Performance** Details of how an entity's performance in achieving its purposes will be measured and assessed, including performance measures and targets for each reporting period covered by the plan.	20-24

* Public Governance, Performance and Accountability Rule 2014 (Cth)